

# Learning Moments



*Excerpted and adapted from "Does your hospital reflect the community it serves? A Diversity and Cultural Proficiency Assessment Tool for Leaders," developed by the Institute for Diversity in Health Management, the American Hospital Association, the American College of Healthcare Executives and the National Center for Healthcare Leadership, and based on the NCHL-commissioned research of Janice Dreachslin, Ph.D., at the Penn State Great Valley School of Graduate Professional Studies.*

## This "Learning Moments" features:

- Case study of Generation Plus Northern Manhattan Network
- Cultural Proficiency Assessment for your organization
- Tips to move toward cultural proficiency

## Ideas in Action

A Learning Moments Case Study  
The Generation Plus Northern Manhattan Health Network (the Network) – with three medical centers, three diagnostic and treatment centers, and 30 public health clinics – is the largest multi-hospital network in the vast \$4.3 billion public New York City Health and Hospitals Corporation. The Network's facilities, some of which are more than a century old, are intertwined with city governance and neighborhood political life, serving half a million people in Manhattan north of 96th Street and the South Bronx.

## Generation Plus Northern Manhattan Network (the Network)

*How does the Network deliver culturally proficient care to its dense, ethnically diverse community?*

### Initiatives and Outcomes

- Monitors ongoing demographic shifts in its service area.
- Implemented a strategic business model that presumes that diversity and multicultural sensitivity enhance the quality of health care, strengthen the Network's reputation and provide a powerful marketing asset.
- Established six outside Community Advisory Boards (CABs) to serve as "advocates and supporters of the public health system" by providing a dynamic two-way forum for the Network and the community to raise issues, voice concerns, seek solutions and define common ground. Holds an annual CAB retreat to explore emerging problems due to demographic change in more depth.
- Stages an annual Urban Health Conference to focus on specific diseases prevalent within the community.
- Regularly solicits advice from New York City's Immigration Council.
- Stages formal cultural celebrations and "theme weeks" at its hospitals and clinics.
- Actively recruits employees from within the community.

- ✓ Remarkably diverse service area where at least 30 percent of residents are foreign-born and 104 different languages are spoken.
- ✓ Lincoln Medical and Mental Health Center's emergency department, a Level 1 Trauma Center, recognized as the busiest in New York City with 170,000 patient visits annually.
- ✓ Service area contains some of the worst health indicators in the country: Bronx considered epicenter of asthma in the U.S.; and a 24-block section of Harlem has the nation's highest infant mortality rate.
- ✓ South Bronx registers nation's highest concentration of AIDS cases.

## Does your hospital provide culturally proficient patient care to your community?

Health care workers and leaders must have the “know-how” to embrace diversity of all types, be aware of cultures and customs and how they affect the way patients view health and care, and be sensitive to that diversity in health care delivery.

### Complete this self-assessment questionnaire

- |  |   |  |  |
|--|---|--|--|
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Do you regularly monitor the racial and ethnic diversity of the patients you serve?   | Yes <input type="checkbox"/> No <input type="checkbox"/> | Does your review of quality assurance data take into account the diversity of your patients in order to detect and eliminate disparities?  |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Do your organization’s internal and external communications stress your commitment to culturally proficient care and give concrete examples of what you’re doing?                     | Yes <input type="checkbox"/> No <input type="checkbox"/> | Has your hospital developed a “language resource,” identifying qualified people inside and outside your organization who could help your staff communicate with patients and families from a wide variety of nationalities and ethnic backgrounds? |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Do your patient satisfaction surveys take into account the diversity of your patients?  | Yes <input type="checkbox"/> No <input type="checkbox"/> | Based on the racial and ethnic diversity of the patients you serve, do you educate your staff on a continuing basis on cultural issues important to your patients?   |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Do you compare patient satisfaction ratings among diverse groups and act on the information?  | Yes <input type="checkbox"/> No <input type="checkbox"/> | Are core services in your hospital... such as signage, food service, chaplaincy services, patient information and communications attuned to the diversity of the patients you care for?  |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Have your patient representatives, social workers, discharge planners, financial counselors and other key patient and family resources received special training in diversity issues? | Yes <input type="checkbox"/> No <input type="checkbox"/> | Does your hospital account for complementary and alternative treatments in planning care for your patients?  |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | Are your written communications with patients and families available in a variety of languages that reflects the ethnic and cultural fabric of your community?                        |  |  |

## Starting the Dialogue...

Actions to launch dialogue on diversity and your cultural proficiency

- Raise the CEO’s visibility: How can you help your CEO connect with the greater community? What specific actions can your organization take to raise your CEO’s profile locally?
- Train to compete: How can you ensure that every employee, at every level, receives comprehensive and ongoing diversity training?
- Engage community leaders: How can you engage and sustain a dialogue with local leaders to solve problems and attract employees from your service area?

## Additional Resources

A Diversity and Cultural Assessment Tool for Leaders (includes a profile of HMC)

[http://www.aha.org/aha/key\\_issues/disparity/content/DiversityTool.pdf](http://www.aha.org/aha/key_issues/disparity/content/DiversityTool.pdf).

AHA Commission on Workforce for Hospitals and Health Systems. In Our Hands: How Hospital Leaders Can Build a Thriving Workforce. Chicago: American Hospital Association, 2002.

Anand, R. Cultural Proficiency in Healthcare: A Guide for Trainers. 3rd ed. Washington, DC: National MultiCultural Institute Publications, 2003.

Galambos, C.M. Moving Cultural Diversity Toward Cultural Proficiency in Health Care.

[www.diversityconnection.org](http://www.diversityconnection.org)